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DEPARTMENT OF THE ARMY
OFFICE OF THE ADJUTANT GENERAL
WASHINGTON, D.C. 20310

IN REPLY REFER TO

AGAM-P (M) (23 Feb 67) FOR OT 660469

27 February 1967

SUBJECT: Operational Report - Lessons Learned, HQ, 69th Maintenance Battalion (GS)

TO: SEE DISTRIBUTION

1. Forwarded as inclosure is Operational Report - Lessons Learned, Headquarters, 69th Maintenance Battalion (GS) for quarterly period ending 31 October 1966. Information contained in this report should be reviewed and evaluated by CDC in accordance with paragraph 6f of AR 1-19 and by CONARC in accordance with paragraph 6c and d of AR 1-19. Evaluations and corrective actions should be reported to ACSFOR OT within 90 days of receipt of covering letter.

2. Information contained in this report is provided to the Commandants of the Service Schools to insure appropriate benefits in the future from lessons learned during current operations, and may be adapted for use in developing training material.

BY ORDER OF THE SECRETARY OF THE ARMY:

C. A. Stanfiel
C. A. STANFIEL
Colonel, AGC

Acting The Adjutant General

1 Incl
a/s

DISTRIBUTION:

Commanding General

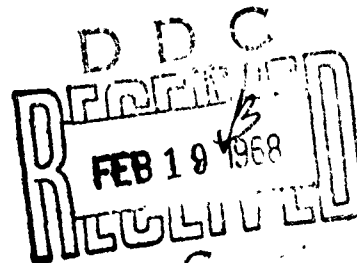
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AD827146

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HEADQUARTERS
69TH MAINTENANCE BATTALION (GS)
APO 96312

OPERATIONAL REPORT FOR QUARTERLY PERIOD
ENDING 31 OCTOBER 1966

STATEMENT #2 UNCLASSIFIED

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SECTION I: SIGNIFICANT ORGANIZATIONAL ACTIVITIES

5 This organization began its preparation for overseas movement with its activation on 1 February 1966. The majority of key non-commissioned officers were assigned in sufficient time to begin a modified 8 week basic unit training / advanced unit training program (BUT/AUT) beginning 4 April 1966. Of the 12 commissioned officers authorized, only the chaplain and operations officer were assigned and joined until 21 March 1966 at which time two additional company grade officers were assigned and joined. The training program was started with 41 per cent of the commissioned officer present. Approximately 50 percent of the training program had been completed prior to any of the remaining officers joining the organization. A modified Army Training Test (ATT) was conducted beginning 17 May 1966 with an overall rating of excellent.

Although much of planning and preparation for shipment was conducted concurrently with the training program, a concentrated effort toward preservation, marking and packing of unit equipment for overseas shipment began on 23 May 1966 and the preparation of replacements for overseas movement/preparation for overseas movement (POR/POM) inspection was conducted with excellent results. The majority of personnel leaves were granted during the last two weeks of June 1966. Red circle to accompany troops, (TAT) equipment was shipped on 12 June 1966 with the regular shipment being shipped on 5 July 1966, and the supplemental shipment of equipment departing Fort Lewis, Washington on 13 July 1966. The advance party departed Fort Lewis on 15 July 1966, and arrived in the Republic of Viet Nam (RVN) on 19 July 1966.

The main body of troops departed Fort Lewis by air on 6 July 1966 for Oakland, California, where it boarded the United States Naval Ship W.H. Gordon which sailed on 7 July 1966. The main body arrived in Cam Ranh Bay 31 July 1966, was assigned to the Cam Ranh Bay Depot, and assumed the field maintenance mission for the Cam Ranh Bay Support Area on 1 August 1966.

Upon assuming the maintenance mission this headquarters had assigned to it the 136th Light Maintenance Company (Direct Support), the 129th Main Support Company (Direct Support), the 510th Engineer Company (Maint) (Direct Support), and the 128th Signal Company (Det). The maintenance and technical supply activities of all companies except the 128th Signal Company were at the time consolidated. The 128th Signal Company operated its own maintenance shop and shop supply. Deconsolidation of the consolidated activities was initiated on 1 September 1966, and was completed on 30 September 1966. Customer support continued unabated during the deconsolidation, and began improving noticeably after direct support unit (DSU) integrity was restored.

The 135th Heavy Equipment Maintenance Company (General Support) was assigned to this headquarters on 11 September 1966. This unit was immediately assigned the task of grinding off sharp edges on 1800 bundles of M8A1 landing mat. Since the 135th Heavy Equipment Maintenance Company General Support (GS) arrived without some of its Table of Organizational and Equipment (TOE) equipment and without an authorized stockage list (ASL)

SECTION I: SIGNIFICANT ORGANIZATIONAL ACTIVITIES (CONTINUED)

it was assigned the missions of evacuation of unserviceable vehicles and major assemblies, operation of the collection and classification point, general support for the direct support maintenance units, and direct support backup for the combat support of the army (COSTAR) direct support maintenance companies.

SECTION II: COMMANDERS OBSERVATIONS & RECOMMENDATIONS

PART I: Observations (Lessons Learned)

A. PERSONNEL

Item: Personnel Services Staff Section

Discussion: The Personnel Services Staff Section could help the unit post records and training material.

Observations: A Personnel Services Staff Section should be assigned each forming unit.

Item: Assignment of Key Personnel

Discussion: The effectiveness of initial planning and acquisition of necessary equipment and supplies is often dependent upon experience factors not available to junior officers.

Observations: Assignment of key officers should be made very early in the activation stage. Delaying the start of (POR) training until those officers arrive would eliminate many problems.

Item: Personnel Leaves

Discussion: Due to the congested schedule of training, inspections, and POM; married personnel experienced difficulty in accomplishing the move of their household goods in the time allotted. In some instances, household goods were still enroute at the time personnel departed CONUS.

Observation: A system of priorities determined by the distance of the move and time allotted for the move could be established to alleviate this problem.

Item: Personal Affairs Checklist

Discussion: Most posts have booklets and forms for this purpose, but they are usually oriented for the particular post and are of lesser value to families moving thousands of miles away from the particular facilities mentioned. Most of these booklets do not contain spaces for the detailed information most families need to know for their peace of mind while the service man is away. (For example; what kind of oil to use in the car, when to get serviced, etc.). The Battalion Legal Assistance Officer prepared a Personal Affairs Booklet which was universal in

SECTION II: COMMANDER'S OBSERVATIONS & RECOMMENDATIONS (CON'T)

its application and detailed as possible. All personnel were advised to complete two copies, sending one to the family and one to the family advisor.

Observation: As soon as possible after notification of movement all personnel (including later arrivals) should be advised on arranging their personal affairs.

B. OPERATIONS

Item: Shipment Escorts

Discussion: The HHD was first advised, upon inquiry, that it could send two men as shipment escorts. When the cargo ship arrived these men were recalled from leave. The number was dropped to one, back to two and finally to none. No escorts accompanied the shipment, but the unit was able to secure the services of another unit's escort (who was permitted to go only through combined pressure from both units).

Observation: At the earliest moment possible, the moving unit should be informed as to how many cargo shipment escorts it may send. This should be a firm commitment on the part of the transportation facility.

Item: Time phasing of the various requirements for newly activated units for deployment.

Discussion: Although time phasing was instituted; as deadline dates drew nearer and time phasing requirements were not met, standards for beginning the various phases were lowered to preclude having to change readiness dates. This was accomplished at the expense of the particular phase involved.

Observations: When time phasing schedules are prepared, experience factors should be considered to insure realistic scheduling. Also, time phasing should be adjusted when standards are not met.

Item: Schedule and Lists of Equipment for POM.

Discussion: The HHD, 69th Maintenance Battalion was left off the list one week. When requisitions were not filled, work requests not carried out and packing materials became unavailable, an investigation revealed the omission. The list for the previous week had been checked and the unit's name properly posted, but the subsequent error caused much delay. A distinct lack of information created considerable delay in the scheduling and packing of equipment.

Observations: A mimeographed step by step schedule detailing the time limit on all tasks to be performed for POM should be placed in the hands of all supervisors. Each man in the unit should be issued a list of equipment and personal belongings divided to show how each

SECTION II: COMMANDERS OBSERVATIONS & RECOMMENDATIONS (CON'T)

item will be packed and what type of containers are authorized for use. For example, one list might be for yellow TAT contained in a duffel bag and hand bag, a second list for red TAT to be packed in boxes that fit into a container express (COVEZ) insert, and a third list of items that may be placed in the regular shipment on a space available basis. A list should be made up as early as possible (usually after mode of travel is announced) telling each individual what the travel uniform will be. All of these lists serve to organize the packing. At the same time, personnel will not worry about their gear, knowing how, when, and where it will be shipped.

C. TRAINING & OPERATIONS

Item: Host unit in Republic of Vietnam (RVN).

Discussion: The host unit in RVN could provide assistance to the new unit while it is still in CONUS by sending information pertaining to specific items needed in their future location. The new unit could also be informed of TOE items that have no use in the area to which they are being assigned.

Observation: Each newly formed unit should at the earliest possible date be assigned a host unit at the post in RVN where they will be stationed.

Item: Training of personnel for POR/POM.

Discussion: Organization of instruction committees at post level would greatly enhance the quality of instruction presented and represent a great saving in man hours expended.

Observations: Due to a lack of experience, publications, and technically qualified personnel in such areas as jungle survival, ambush drill, and other related topics, many man hours were spent in preparation of these classes. In many instances, these classes were at best, only satisfactory.

Item: Host unit in CONUS

Discussion: A host unit at the CONUS Post where the new unit is forming should have SOP's ready and personnel whose job is to assist the forming unit during their training period. These personnel could give assistance in obtaining supplies as well as in personnel areas.

Observations: Each newly formed unit should be assigned a host unit at the post in CONUS where they assemble.

D. LOGISTICS

Item: Marking of Shipment

Discussion: A fluorescent orange paint was used to stencil all

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SECTION II: COMMANDERS OBSERVATIONS & RECOMMENDATIONS (CONT)

markings (except vehicles) on the shipment for the detachment. The unit did not misplace a single box, crate or pallet since it was easily spotted among the equipment on the beach or in the hold of the ship.

Observations: Adequate marking of all containers greatly facilitates identification during and after shipment.

Item: Packing the Shipment

Discussion: HHD, 69th Maintenance Battalion did not find anything damaged as a result of improper packing.

Observations: Each section should pack its own equipment under its own supervisors in so far as possible. Each hand-receipt holder is then responsible for the proper preservation and packing of his equipment. This is particularly important in the case of communications and similar equipment.

Item: Packing Lists and Numbering

Discussion: A detailed list of all equipment put into each box, insert, and CONEX should be maintained. A checker should be assigned to prepare the list of the contents of each CONEX and vehicles and to record the contents of each box, crate and insert on the outside of the containers. All containers should be numbered in accordance with AR 200-10 to facilitate accounting procedures.

Observations: If the procedure presented above is followed, little difficulty should be encountered in locating and identifying all equipment.

Item: POM Inspections and ERDs

Discussion: The HHD 69th Maintenance Battalion (GS) POM inspection was scheduled one week before the ERD. The Transportation Officer wanted specific shipment information (weights, cubes and quantities) the same date as the POM inspection. The request for a change of date for the POM inspection was disapproved. The Transportation Officer finally changed the date of its requirement only three days before the ERD. Since the information could be obtained only by actual packing, this was accomplished on an around the clock, hurried basis.

Observations: It would be most desirable for the ERDs to be sent early enough so that the unit may have all final information on that date and still be able to plan and carry out its packing in a careful and orderly manner. Since the only way to furnish adequate shipping information is by actually packing, adequate time for packing should be allowed by those who schedule POM inspections.

SECTION II: COMMANDERS OBSERVATIONS & RECOMMENDATIONS (CON'T)

E. OTHER

Item: Wire Communications

Discussion: Telephone facilities in RVN do not come up to CONUS standards. It will be found desirable to augment available telephone systems with TOE field wire equipment. Accordingly a full allowance of field wire should accompany the unit.

Observations: HHD, 69th Maintenance Battalion has laid eight miles of WD-1/TT field wire and made use of SB-22 switchboards and TA312 field telephones to support mission and administrative requirements.

PART II: RECOMMENDATIONS

A. 1. A personnel services staff section should be assigned each forming unit.

2. As soon as possible after notification of overseas movement, all personnel should be advised on arranging their personal affairs.

B. NONE

C. Each newly formed unit should be assigned a host unit at the post in CONUS where they assemble, and a host unit at the post in RVN where they will be stationed.

D. Each unit should insure that all equipment is adequately marked and numbered to facilitate location and identification during and after shipment.

E. NONE

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AVCA CRB-D-SIPT (14 Nov 66) 1st Ind
SUBJECT: Operational Report-Lessons Learned (RCS CSFOR-65)

HEADQUARTERS, CAM RANH BAY DEPOT (PROV) APO 96312

25 NOV 1966

THRU: Commanding General, US Army Support Command, Cam Ranh Bay, ATTN: AVCA
CRB-SPO, APO 96312

Commanding General, 1st Logistical Command, ATTN: AVCA GO-H, APO 96307

Commanding General, United States Army, Vietnam, ATTN: AVC-DH
APO 96307

Commanding General, United States Army, Pacific, ATTN: CPOP-MC,
APO 96558

TO: Assistant Chief of Staff for Force Development, Department of the Army,
Washington, D.C. 20310

1. Operational Report-Lessons Learned for Quarterly Period Ending 31
October 1966, prepared by Headquarters, 69th Maintenance Battalion (CS), is
forwarded in accordance with AR 1-19 and USARV Regulation 870-2.

2. Subject report adequately covers significant events since assignment
of the 69th Maint Bn, HHD, to this command on 31 July 1966. It should be
noted that this is the first operational report prepared by the 69th Maint-
nance Battalion (CS) and it covers other significant events since activation
on 1 February 1966.

3. The following comments are applicable to recommendations contained
in Part II, Section II, page 6:

a. Reference paragraph A1: Personnel Services Staff Section.
This same recommendations has been included in the report of the 191st Ord-
nance Battalion (Amo) for this period. In as much as the 69th was acti-
vated and organized at Fort Lewis, Washington, and the 191st at Fort Sill,
Oklahoma, this problem area undoubtedly exists at other posts where units
are newly activated.

(1) The recommendation visualizes an administrative services
section organized for the purpose of assisting newly activated units in accom-
plishment of personnel assignments, classification, personal affairs, mainten-
ance of personnel records, pay and allotment actions, personnel accounting,
and preparation of rosters and orders incidental to overseas deployment.

(2) Centralized personnel and financial activities at most
COMUS installations are too far removed from the problems of units newly
activated for overseas deployment.

AVCA CRB-D-SIPT (14 Nov 66)

SUBJECT: Operational Report-Lessons Learned (RCS CSFOR-65)

25 NOV 1966

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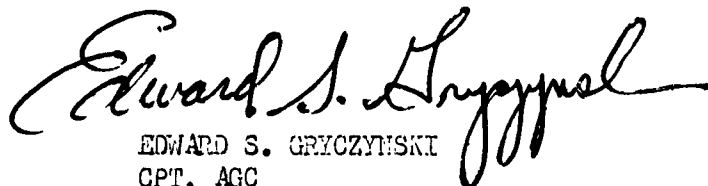
(3) Personnel services teams organized for support of newly activated units could provide invaluable services to the unit both in services and in training of unit administrative personnel. Using these same teams for subsequent units activated would develop increased efficiency in personnel administration.

(4) It is not within the purview of this command to act upon this recommendation.

b. Reference paragraph A2 and D: These recommendations are further discussed in Part I, Section II and are not within the purview of this command to act upon. However, the observations to which these recommendations pertain are valid, and would be of considerable value to other units newly activated for overseas deployment.

c. Reference paragraph C: Troop lists normally inform major commands in RVN of units designated for future assignment. However, these lists do not indicate the COMUS station at which these units are being formed. Frequently, training of newly activated units could be facilitated by correspondence with the command to which it will be assigned in RVN. Recommend that when possible, commands in RVN be informed of COMUS station at which unit is being formed for deployment so that exchange of pertinent information can be accomplished.

FOR THE COMMANDER:



EDWARD S. GRYCZYNSKI

CPT, AGC

Asst Adjutant

TIME: CRB 184

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Department of the Army
Washington, D.C. 20310

13 AVCA CRB-SPO (14 Nov 66)

2d Ind

SUBJECT: Operational Report-Lessons Learned (RCS CSFOR-65)

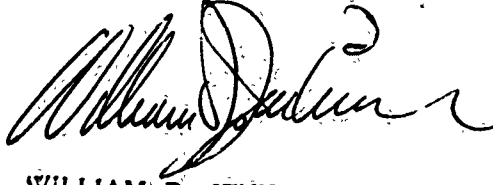
HEADQUARTERS US ARMY SUPPORT COMMAND CAM RANH BAY, APO 96312 26 NOV 1966

TO: Commanding Officer, Cam Ranh Bay Depot (Prov), APO 96312

1. Operational Report-Lessons Learned for the 69th Maintenance Battalion is returned as the report does not state the number of days during the reporting period that the unit was engaged in training, troop movement and/or operations in accordance with paragraph 5a (1) b of USASC, CRB Regulation 870-5.

2. Request correction be made by indorsement and forwarded to this headquarters NLT 30 Nov 66.

FOR THE COMMANDER:



WILLIAM R. JENKINS
CPT AGC
ASST AG

TEL: CRB 231

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nc

15

AVCA CRB-D-SIPT (14 Nov 66)

3rd Ind

SUBJECT: Operational Report-Lessons Learned (RCS CSFOR-65)

HEADQUARTERS, CAM RANH BAY DEPOT (PROV), APO 96312

28 NOV 1966

TO: Commanding General, US Army Support Command, Cam Ranh Bay, ATTN:
AVCA CRB-SPO, APO 96312

In compliance with preceding indorsement the following additional comments are applicable to subject report from the 69th Maintenance Battalion (GS):

a. From date of activation on 1 February 1966 until 3 April 1966, the 69th Maintenance Battalion, HHD (GS) was receiving filler personnel, organizing, and preparing for conduct of a modified BUT/AUT training program (62 days).

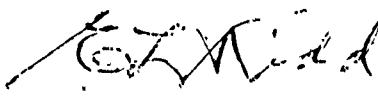
b. BUT/AUT and an ATT were accomplished during the period 4 April thru 22 May (49 days).

c. Preparation of personnel and equipment for overseas movement and granting of personnel leaves was performed during period 23 May thru 5 July (44 days).

d. Troop movement from Fort Lewis, Washington to Cam Ranh Bay, Vietnam, was accomplished during the period 6 July thru 31 July (26 days).

e. Performance of operational mission in Vietnam was conducted during period 1 August thru 31 October (92 days). "On-the-job" training was conducted concurrent with performance of operational missions during this latter period.

FOR THE COMMANDER:



TELE: CRB 184

E. L. KIDD
Major, AGC
Adjutant

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AVCA CRB-SPO (14 Nov 66) 4th Ind
SUBJECT: Operational Report-Lessons Learned (RCS CSFOR-65)

HEADQUARTERS US ARMY SUPPORT COMMAND CAM RANH BAY, APO 96312 30 NOV 1966

TO: Commanding General, 1st Logistical Command, APO 96307


1. In compliance with 1st Logistical Command Regulation 870-2 the Operational Report-Lessons Learned of the 69th Maintenance Battalion (DS) is forwarded.

2. Your attention is invited to the 1st and 3d Indorsements for further amplification on the basic report.

FOR THE COMMANDER:

TEL: CRB 231

1 Incl
nc


WILLIAM R. JENKINS
CPT AGC
ASST AG

19
AVCA GO-O (14 Nov 66)

5th Ind

SUBJECT: Operational Report for Quarterly Period Ending 31 October 1966
(RCS CSFOR-65)

HEADQUARTERS, 1st Logistical Command, APO 96307 9DEC 1966

TO: Deputy Commanding General, US Army Vietnam, ATTN: AVHGC-DH, APO 96307

1. The Operational Report - Lessons Learned submitted by the 69th Maintenance Battalion (DS) for the quarterly period ending 31 October 1966 is forwarded herewith.

2. Reference Section II, Part I, page 4, item entered for host unit in Republic of Vietnam (RVN). Host units in RVN normally correspond with the sponsored unit and vice versa.

3. Concur with the basic report as modified by the comments contained in the previous indorsements. The report is considered adequate.

FOR THE COMMANDER:

TEL: Lynx 782/930

1 Incl
nc


Gerald A. Stone
Capt, AGC
Asst. AG

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AVHGC-DH (14 Nov 66)

6th Ind

SUBJECT: Operational Report-Lessons Learned for the Period Ending
31 October 1966 (RCS CSFOR-65)

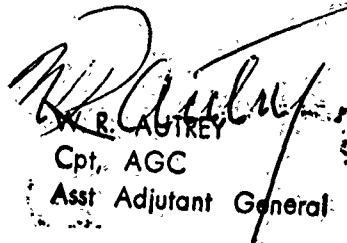
HEADQUARTERS, UNITED STATES ARMY VIETNAM, APO San Francisco 963018 DEC '66

TO: Commander in Chief, United States Army, Pacific, ATTN: GPOP-OT
APO 96558

1. This headquarters has reviewed the Operational Report-Lessons Learned for the period ending 31 October 1966 from Headquarters, 69th Maintenance Battalion (GS) as indorsed.

2. Concur with basic report as modified by the previous indorsements.

FOR THE COMMANDER:


W. R. AUTREY
Cpt, AGC
Asst Adjutant General

1 Incl
nc

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GPOP-OT (14 Nov 66) 7th Ind
SUBJECT: Operational Report-Lessons Learned for the Period Ending
31 October 1966, RCS CSFOR-65

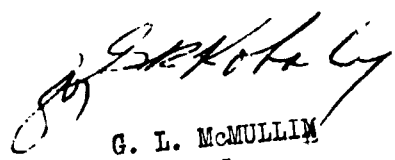
HQ, US ARMY, PACIFIC, APO San Francisco 96558 4 FEB 1967

TO: Assistant Chief of Staff for Force Development, Department of the
Army, Washington, D. C. 20310

This headquarters concurs in the basic report as indorsed.

FOR THE COMMANDER IN CHIEF:

1 Incl
nc



G. L. McMULLIN
CPT, AGC
Asst AG